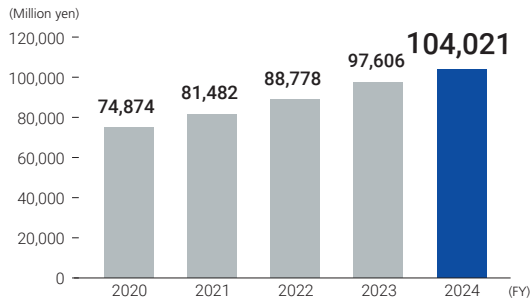
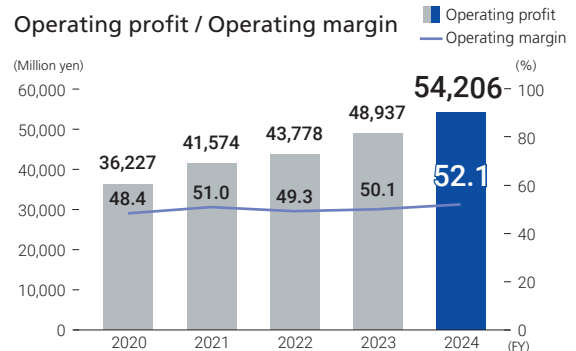


Financial and non-financial highlights

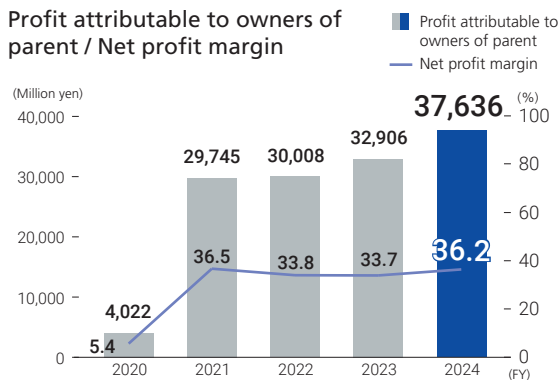
Net sales



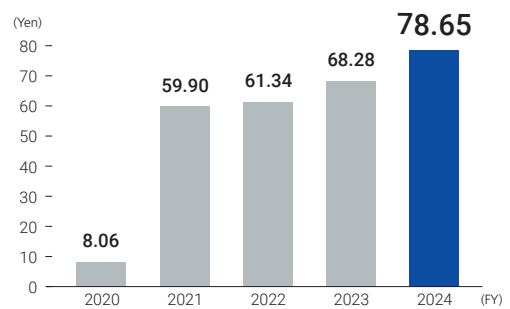
Operating profit / Operating margin



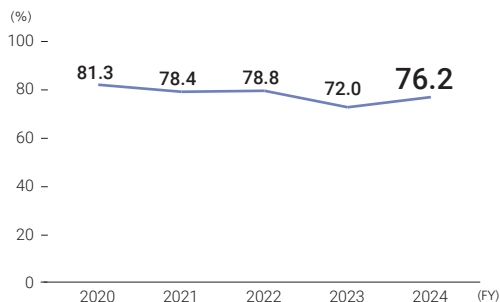
Profit attributable to owners of parent / Net profit margin



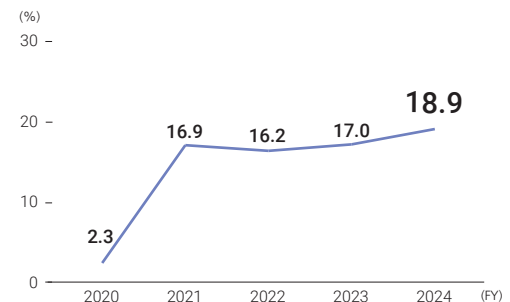
EPS *



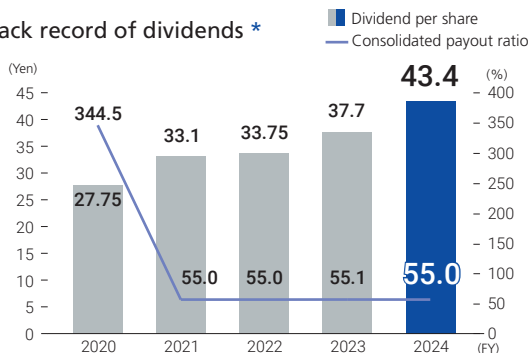
Equity ratio



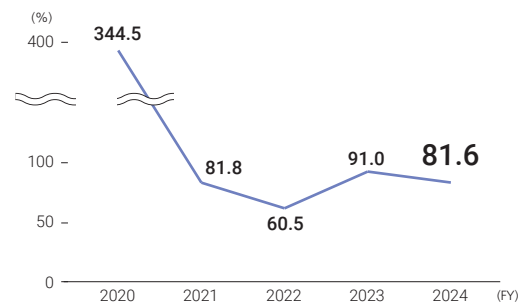
ROE



Track record of dividends *

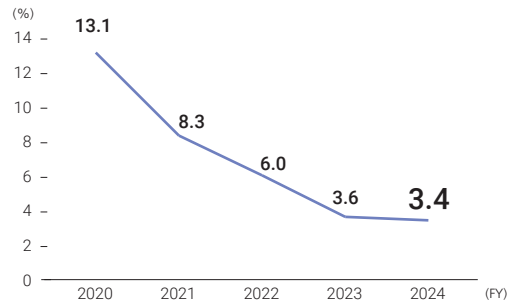


Total payout ratio

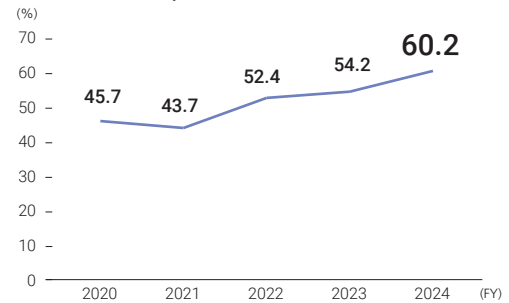


* USS underwent a 2-for-1 stock split of common Company shares on April 1, 2024. The data for each share has been adjusted to reflect this stock split.

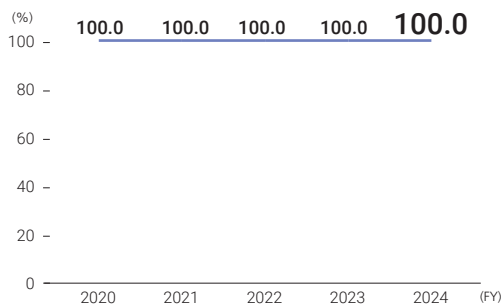
Waste rate
(tons of waste produced / tons of receivables)



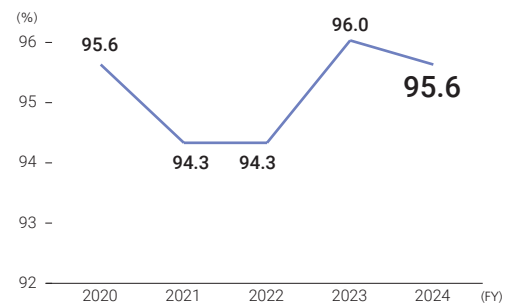
Metal recycling rate
(tons of metal shipments / tons of metal receivables)



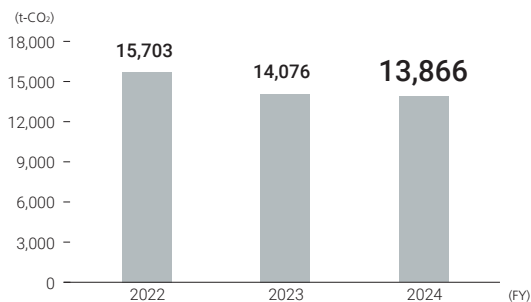
End-of-life vehicle recycling rate



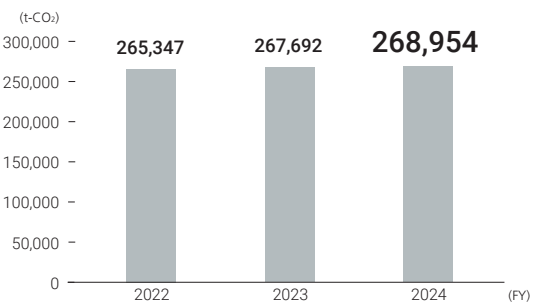
Recycling rate
(excluding materials containing asbestos)



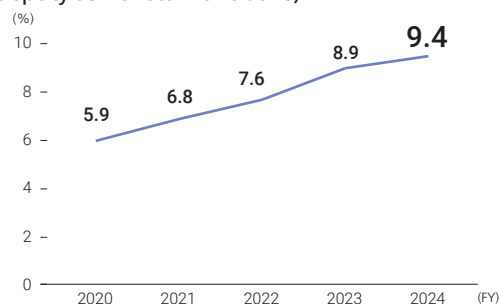
Total Scope 1 and 2 CO₂ emissions



Scope 3 CO₂ emissions



Women appointed as executive officers
(deputy senior staff or above)



Ratio of outside officers Note: Seven Directors and three Corporate Auditors as of the fiscal year ended March 31, 2025

